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ABSTRACT

This paper delineates the exact methodology developed by the Sports Institute for Research/Change Agent Research (SIR/CAR) for applying a systems analysis technique to a voluntary mutual benefit organization, such as a school or amateur athletic group. The functions of the technique are to compare avowed and actual behavior, to utilize group dynamics to develop a cadre of change agents, and to reaudit the organization to assess the effects of Phase 1 and 2 intervention. Results of the application of this method to Little League baseball organizations are presented and discussed. A diagram illustrating the professional-amateur dichotomy in the structure of athletic organizations is included. (LH)

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SIR/CAR* ANALYSIS TECHNIQUE FOR VOLUNTARY SCHOOL SPORT OR AMATEUR ATHLETIC ORGANIZATIONS

and

A SIR/CAR APPLICATION: A COMPARATIVE LONGITUDINAL ANALYSIS OF LITTLE LEAGUE BASEBALL AFTER SIR/CAR INTERVENTION

by

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*SIR/CAR is the registered trademark for the Sports Institute for Research/Change Agent Research (SIR/CAR) which is housed in the University of Windsor Faculty of Human Kinetics. SIR/CAR would like to acknowledge the financial support of Canada Council through grants S72-1768 for "Change Agent Research for Citizenship, Sportsmanship and Manhood in Windsor District 5 Little League Baseball," and S72-1768-2 for "Windsor District 5 Little League Baseball Revisited: The Longitudinal Effect of Change Agent Research."

SIR/CAR* ANALYSIS TECHNIQUE FOR VOLUNTARY SCHOOL SPORT OR AMATEUR ATHLETIC ORGANIZATIONS

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There is a plethora of planned change systems analysis techniques which are effective and efficient for non-voluntary business or government organizations such as those involved in professional or international athletics. There is a dearth of open-ended systems analysis techniques effective and efficient for voluntary mutual benefit or service organizations such as those found in school or amateur sport. SIR Model and CAR methodology provide a systems analysis technique designed specifically for voluntary agencies.

SIR is a self-help systems analysis technique which brings together theoreticians and practitioners to make the organization more effective and efficient by reducing the gap between avowed goals and actual behaviour.

CAR methodology combines Organizational Analysis, Organizational Development and Organizational Research in a three-phase process to: (1) compare avowed goals and actual behaviour, (2) utilize group dynamics to develop a cadre of Change Agents, and (3) reaudit the organization to assess the effects of Phase 1 and 2 intervention.

The system is fully conceptualized and operationalized and has been used in a number of major research studies conducted at either the local, county, provincial/state, national or international level.

The fundamental thesis tested in SIR/CAR studies has been that the problems which plague organizations do not originate at the technical skills level, but rather at the administrative decision-making level where goals and means are analyzed, and at the boundary system level where organizational management manifests to society the role and status of the organization. The hypothesis tested is that effectiveness and efficiency are blocked when voluntary mutual benefit or service organizations equate and evaluate goals, means, and conflict management techniques with those of non-voluntary government or business organizations (or vice versa).

Mutual benefit and service organizations require an adaptive sub-system for research and development to assure effectiveness and efficiency (and in some instances, survival). SIR/CAR provides an appropriate systems analysis technique for evaluation and policy research in voluntary organizations.

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SIR/CAR* ANALYSIS TECHNIQUE FOR VOLUNTARY SCHOOL SPORT OR AMATEUR ATHLETIC ORGANIZATIONS

by Dick Moriarty and John Zarebski

> It is not enough simply to increase the quantity of research on voluntary action carried out by post-secondary institutions. The usefulness of that research to those engaged in voluntary action should also be a consideration. Much research by academics is far too theoretical to be of any practical value to voluntary associations. Usually, voluntary associations and citizens' groups need research which will help them discover a practical means of responding to some situation they face.[1]

This admonition contained in the Report of the National Advisory Council on Voluntary Action to the Government of Canada highlights one of the problems confronting practitioners involved in voluntary associations and the academics interested in research in this significant sector of society. On the one hand, we have the practitioners interested in solution, or at least management, of the problems confronting their organization and somewhat suspect of the "egghead" theoreticians cooped up in their ivory towers. On the other hand, we have the academics perpetuating the interminable debate on the relative merits of theoretical pure basic research versus applied frontier action research. Current financial constraints on both voluntary associations and research institutions[2] combined with legislated evaluation of such organizations[3] has led to a regression from polarized positions to mutual need and respect; and the realization that study and research in the future will require more blending of curiosity-discovery oriented and applied-action oriented research. As Hugh Faulkner, Canadian Minister of Science and Technology, pointed out recently, "universities must begin moving more of their research and inquiry into the mainstream of effort aimed at understanding and solving our national problems, and increasingly the stimulus for research will come from outside the university."[4] Social press upon voluntary organizations to prove their effectiveness and efficiency through evaluation and policy research is equally strong.

Competition for evaluation and policy research funds and systems is escalating rapidly among all types of organizations (business, government, service and mutual benefit). There is a plethora of planned change systems analysis techniques which are effective and efficient for non-voluntary business or government organizations such as those involved in professional and international athletics.[5] There is a dearth of open-ended systems analysis techniques effective and efficient for voluntary mutual benefit or service organizations such as those found in school or amateur sport. The Sports Institute for Research model and the Change Agent Research methodology provide a systems analysis technique designed specifically for voluntary agencies but appropriate in analyzing organizations running the full gauntlet from voluntary mutual benefit or service organizations with a goal of sport as play and socializing games, to non-voluntary government or business organizations with a goal of athletic excellence and business competition.

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The SIR Model integrates the work of Ralph M. Stogdill and the Ohio State Leadership Institute with that of Daniel Katz and Robert L. Kahn of the University of Michigan Survey Research Center (and Research Center for Group Dynamics) to generate a paradigm for analysis of organizational symmetry between various levels of the organization and cycles of conflict and change over time as the organization grows and develops.[6] Change Agent Research methodology combines Organizational Analysis, Organizational Development and Organizational Research in a three-phase process to:

Phase I Compare avowed goals and actual behaviour to reduce the 'Say-Do Gap'[7]
Phase II Utilize group dynamics to develop a cadre of Change Agents for 'Self Help'[8]
Phase III Reaudit the organization to assess the effects of Phase I and II intervention in terms of 'Evaluation and Change'[9]

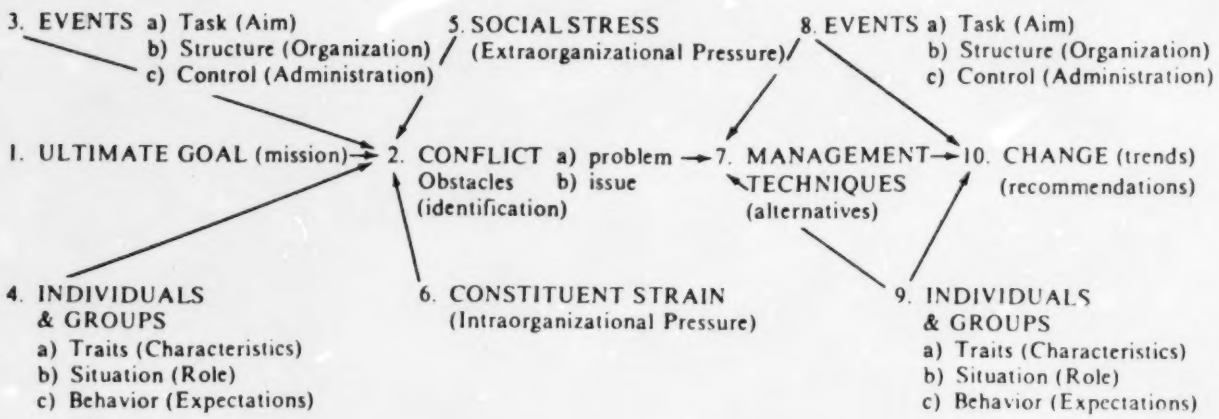
Sports Institute for Research (SIR)

The Sports Institute for Research through Change Agent Research (SIR/CAR) is an interdisciplinary, public, professional study action group which brings together theoreticians and practitioners for (1) community service, (2) discovery of knowledge, and (3) dissemination of that knowledge.[10] The organizational structure of SIR/CAR Is based on the thesis that the collaborative efforts of theoreticians (scholars, scientists and community experts) and practitioners (amateur and professional executive, coaches, officials, sponsors, spectators and participants) is superior to the two-step process wherein a middleman attempts to communicate between theoreticians and practitioners. This thesis is based on the realization that just as theoreticians have a great deal to tell practitioners, practitioners have a great deal to tell theoreticians. In short, 'no action without research' and 'no research without action'. Further it is postulated that what is effective and efficient for non-voluntary professional and semi-professional athletics (and their supporting business and government organizations) is not effective and efficient for voluntary amateur/school sports (and their supporting mutual benefit and service organizations).

SIR Model

The SIR Model assists (indeed, forces) organizations in identifying (1) ultimate goal or mission; (2) conflict or obstacles and behavior preventing achievement of this goal; (3) dissonance between events such as a) task or aim, b) structure or organization and c) control or administration; and (4) individuals or groups in terms of a) traits or characteristics, b) situation or roles, and c) behavior or expectations; (5) influence of social stress: mass media; and (6) constituent strain; and (7)alternate management techniques or recommended changes for short-term, intermediate and long-range changes by which a sport or athletic organization may reformulate (8) structure and (9) membership with an eye to (10) future change and trends.[11] Note from the SIR Model below that this is a cyclic model proceeding through the numbered items (1 to 10), then reverting to No. 1 - ultimate goal. Items 1 through 6 deal with present conditions, while Items 7 through 10 deal with the future.

SIR MODEL



Instructions — Proceed through the model item by item, i.e., 1 then 2 then 3a then 3b, etc.
Make sure all items are covered.
Read. Numbers 1 through 6 deal with present conditions. Numbers 7 through 10 are futuristic or predictive. Once 10 is reached return to 1 and begin the cycle again.

General working hypotheses maintain that organizations whose ultimate goal or mission (or declared values);are equal to the individual and group behavior (latent values); are consistent and utilize their resources more fully in gaining reward and gratification from their endeavors as compared with organizations and individuals and groups who are inconsistent.[12] In other words, there will be less conflict or less dysfunctional conflict and concomitantly improvement in health, self esteem, leader-follower relationships, productivity, reward and personal development. More specifically, SIR/CAR maintains that most of the problems plaguing amateur sport and professional athletics arise not at the technical skills level or misplaced attitudes and beliefs, but rather faulty organizational structure and mismanagement which projects a false image to the public and participants.

The SIR Model provides the focus and variables to to be investigated in Change Agent Research.

Car Methodology

Change Agent Research (CAR) is a combination of Organizational Analysis (OA), Organizational Development (OD), and Organizational Research (OR). CAR is conducted in three phases:

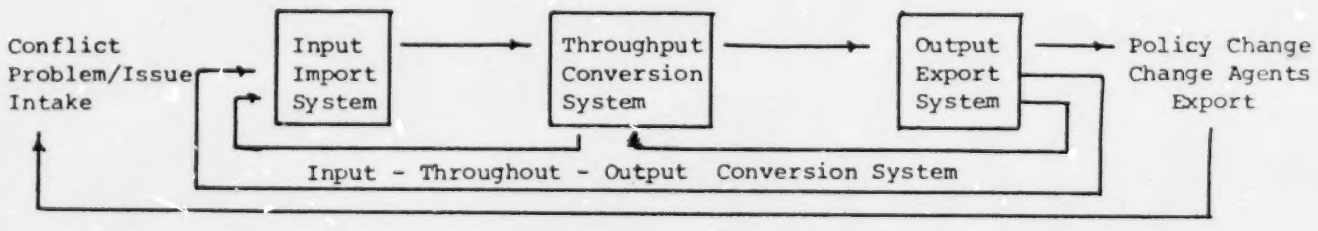
Phase I consists of an organizational audit by the SAW method of Seeing or observing by media/personal observation; Asking or audio-interviewing through Semi-Directed Focused Interview; and Written opinionnaire by Modified Delphi Technique and traditional content analysis of documents and literary sources, followed by communication feedback to the organization under study. In research terms this might be looked upon as Observation No. 1.

Phase II consists of participative clinics with the avowed goal of developing a cadre of Change Agents. Management by Objectives (MBO) is develped by clinics including confrontation, sensitivity and collaboration sessions. Taped TV input is provided from disciplines such as organization and administration, sociology, psychology and principles of management, biomechanics and motor learning, health and fitness, and physiology. Members of the organization are assisted in applying this relevant information to their organization. This phase of Change Agent Research might be looked upon as experimentation or treatment.

Phase III consists of ReAudit of the organization and CAR-PAKaging so that the study can be replicated. The ReAudit consists of remonitoring using the SAW process. The CAR-PAKaging includes the CAR monograph, PERT program for training CAR researchers, format for communication feedback workshops, TV clinic tapes with directions on conducting participative application group meetings and exercises to show CAR model, method and procedure.

What is Car?
Change Agent research (CAR)

Organizational Analysis (OA)	Organizational Development (OD)	Organizational Research (OR)
Phase I Organization Audit & Communication Feedback	**Phase II** Participative Clinics for Cadre of Change Agents	**Phase III** Organization Reaudit and CAR-PAKaging
Monitoring by Media Seeing-observing ☺ 😐 ☹ Personal Asking - Semi-Directed audio interviewing Written opinionnaires +written, audio and visual research and development	Management by Objectives (MBO) Clinics with confrontation Sensitivity sessions Collaboration/Confrontation Accountability from Above (AFA) Bottoms Up Management (BUM) + consulting with internal Change Agents	Remonitoring by Media Seeing-observing ☺ 😐 ☹ Personal Asking - Semi-Directed audio interviewing Written opinionnaire & sources +CAR PAKaging to explain apply and retest
Observation,	Experimentation & Treatment	Observation,



Summary

In summary, the SIR/CAR systems analysis technique can (1) bring theoreticians and practitioners together to (2) open the lines of communication to (3) assess antecedent activities and current transactions with an eye to (4) bringing diverse groups to consensus on (5) future policy. SIR/CAR employs interviews, questionnaires, participant observation, documentary search and content analyis to produce an indepth view of a given community (or to compare organizations at various levels or times). Qualitative information and quantitative data about the tentative hypothesis are fed back to the community through Phase II - Participative Clinics. The goal of Change Agent Research therefore is not just to acquire an understanding of the community, but to influence the community by helping it in self understanding and development. Both the study/research itself and the community are strengthened by this interaction and reflexive understanding which is produced. "There is ample evidence that the healthiest voluntary associations are those which evaluate their programs in relation to explicit objectives which they have defined themselves."[13]

Given that voluntary associations can be accountable to their membership, their financial supporters, their clients and the community at large, it can be seen that most voluntary associations are subject, at one time or another, to some form of evaluation. This external demand for efficiency, combined with internal desire for effectiveness, has created the need for research , and in turn stimulated a search for systems analysis techniques by which to evaluate voluntary agencies and activities. In the voluntary area, where spontaneity and financial insecurity are a rule rather than the exception, large expenditures on sophisticated and esoteric models for evaluation are clearly inappropriate and inefficient. SIR/CAR is relatively inexpensive, compared with the traditional research model which consists of two or three segregated consecutive steps which frequently generate knowledge, but seldom produce change. By concurrently assessing avowed goals and actual behavior and combining communication feedback and policy development, Change Agent Research is not only more efficient (less expenditure of human and physical resources) but also more effective (higher probability of change eliminating dysfunctional conflict).

Many of the problems which plague voluntary agencies do not originate at the technical skills level, but rather at the administrative decision making level when goals and means are unexamined and/or at the boundary system level when there is a lack of research necessary for self-evaluation and public understanding. Mutual benefit and service organizations require an adaptive subsystem for research and development to assure effectiveness, efficiency, and in today's society, survival. SIR/CAR provides an appropriate systems analysis technique for evaluation and policy research in voluntary organizations. This system is fully conceptualized and operationalized and has been used in a number of major research studies conducted at the local to international level on organizations such as Windsor Minor Hockey,[14] Little League Baseball, Inc.,[15] school sport at the provincial/state level,[16] and the effects of televised professional athletics and amateur sport at the national/international level.[17] Applications outside the sports/athletics field have included community school evaluation[18], statewide programs for 4H Clubs[19] and analysis of multinational corporations by the Society of Intercultural Education Training and Research (SIETAR)[20]. SIR/CAR has many applications not only in a "leisure society," but also in a "voluntary society."[21] American President Jimmy Carter has pointed out, "volunteering is the right and responsibility of everyone - regardless of age and condition of life."[22] Evaluation and Policy Research assessing the validity and utility of voluntary associations is also a right and responsibility.[23]

PART II

A SIR/CAR APPLICATION: A COMPARATIVE LONGITUDINAL ANALYSIS OF LITTLE LEAGUE BASEBALL AFTER SIR/CAR INTERVENTION

This application is designed to provide scholars/scientists and practitioners who are considering using the SIR/CAR process for evaluation and policy research with documented evidence concerning the effectiveness and efficiency of Change Agent Research (CAR) as a method for changing voluntary organizations. This application is reported on the IDEA format: Identification of the problem; Delineation of the study; Evaluation of the results; and Action in the form of conclusions and recommendations.

Identification

From the time of its inception the CAR methodology has been applied to a number of amateur and educational sport organizations.[24,25] While change has been evident in these organizations, and while assessments concerning the validity, reliability and objectivity of this technique have been discussed and reported periodically during these studies,[26,27] there has been no scientific documentation investigating the validity of CAR. This study examined this problem. The primary questions investigated were:

1. Does open-ended Change Agent Research as utilized by SIR/CAR lead to change?[28]
2. Does SIR/CAR reduce the gap between avowed goals and actual behavior?
3. Does change, if it occurs, persist over time?

Delineation

The data to conduct this investigation was derived from two SIR/CAR task force studies conducted on Little League Baseball. Both the initial study conducted in 1972 and the followup study conducted in 1976 were funded on research grants from Canada Council.

Initial Study - 1972

The initial task force study, "Change Agent Research for Citizenship, Sportsmanship and Manhood (CAR for CSM)"[29] evaluated Windsor District 5 Little League Baseball. Situated in Windsor, Ontario, Canada, District 5 consists of approximately 9 leagues, 250 teams, 3,600 players, 440 managers-coaches, 300 officials, 300 sponsors, 60 executives, plus thousands from the general public. Each league is divided into four divisions: T-Ball (age 6-8), Minor (age 9-10), Major (age 11-12), and Senior (age 13-15). In 1972 a random sample of District 5's nine leagues resulted in the formation of one experimental group (E_1) consisting of three leagues, and one control group (C_1) consisting of three leagues. Included in this design was a longitudinal study group (E_2) which had received the SIR/CAR Phase II participative treatment in the Spring of 1971.[30] In 1972 the three phases of CAR methodology were utilized. Phase I - Organizational Audit - consisted of Seeing actual behavior by means of personal observation and media monitoring early, midway through, and late in the season.[31] Avowed goals were assessed by Asking a representative sample to express their attitudes and beliefs during taped audio interviews and on Written opinionnaires. Phase II - Participative Clinics - were conducted as treatment for the experimental group. Significant findings detected were:

1. A gap did exist between avowed goals and actual behavior, i.e., cooperative socializing sport in a true amateur sport organization was espoused, but confrontation athletic excellence in a professional athletic organization was observed in both the experimental and control groups. A measure of socializing sport had been achieved in the longitudinal experimental group.

2. The extent and intensity of athletic excellence and accompanying aggression increased from early in the season to mid-season to late in the season and was particularly rampant in the younger groups (T-Ball and Minor).

3. Definite recommendations for legislation to increase the probability of socializing sport was considered during and passed subsequent to the 1972 study in both the experimental and subsequently control groups (as had occurred the previous year in the longitudinal experimental group).

Followup Study - 1976

The 1976 study,"Windsor District 5 Revisited: The Longitudinal Effect of Change Agent Research,"[32] reevaluated the original 1972 experimental groups (E_1 and E_2) and the control group (C_1) by clustering these groups into one experimental group and randomly selecting from outside a control group that had little or no exposure to SIR/CAR. The rationale for clustering the 1972 experimental and control into one experimental group was based on accommodating the welcome Hawthorne effect resulting when the experimental groups and the control group received exposure to the results and recommendations of the 1972 study through extensive followup coverage in the public media and at professional meetings. The 1976 study also assessed the national scene (across Canada) in order to compare the attitudes, beliefs and impact of Little League Baseball in Windsor as compared to the rest of Ontario and British Columbia. A Written opinionnaire constructed from the Audio interviews employed a Modified Delphi technique to assess the attitudes and beliefs of adults within Little League Baseball in 1972 (past), 1976 (present) and 1980 (future). Respondents indicated on a Likert Scale what was probable (actual belief),desirable (valued attitudes) and impact (significance). The population was based on a quota sample from Little League Baseball consisting of league presidents and executives, district administrators and one member from the Little League Canada Board of Directors.

In general, this study showed through Written opinionnaire and Audio interview that attitudes and beliefs in Windsor for 1976 and projections for 1980 favoured socializing sport while the rest of Ontario and British Columbia favoured athletic excellence. At the same time, monitoring of behavior showed that in 1976 there was a significant increase in coooperative (friendly) acts and a concomitant decrease in confrontation (hostile) acts in the experimental group as compared with the control group. No comparison of the 1972 and 1976 behavioral data was included.

Design of the Present Study

This present study focuses on comparing and contrasting data on attitudes, beliefs and behavior collected in the 1972 and 1976 studies in order to determine the effectiveness and efficiency of CAR as a method of changing organizations by by assessing trends and detecting significant differences. Utilizing the Change Agent Research design above (Page 4), this study centered on avowed attitudes and beliefs as expressed on a Modified Written opinionnaire(N = 61 for each of 1972, 1976 and 1980), and actual behavior as Seen by personal observation (N = 85 in 1972 and N = 33 in 1976). The Modified Delphi Written opinionnaire built consensus among a elite sample on pertinent issues identified by audio interview (N = 86) based on the variables of the SIR Model above (Page 3) applied to Little League Baseball during three time periods: 1972 (past), 1976(present), and 1980 (future). The data were collected from a Windsor sample, a sample from the rest of Ontario and a British Columbmia sample. The effectiveness of CAR was determined by examining the difference between districts (Windsor, Ontario and British Columbia) with the longitudinal change over time (1972-1976-1980). Data from the rest of Ontario andBritish Columbia provided the base to determine the effect of history or non-experimental longitudinal change introduced over time,

if any existed. The design for the analysis of the Written opinionnaire data involved thirteen dependent variables across three districts and three time periods (3 x 3 x 13). Eight of these thirteen variables related to socializing sport concerns: (1) teaching sportsmanship, (2) running an independent Canadian organization with (3) independent regions for (4) fun and (5) team play, (6) deemphasizing winning and emphasizing the (7) player's significance in (8) clinics. Ten of the variables related to athletic excellence concerns: (1) winning, (2) excellence and (3) fitness with (4) adult's significance and concern about a lack of (5) money, (6) resources and (7) expertise in (8 dependent regions (9) controlled by the President and a specialized (10) executive who do not coach. Multivariate analysis of variance (MANOVA) tested each variable set for statistical significance. Univariate tests (ANOVA) were computed on each dependent variable separately. Data from the probability and desirability scales were analyzed using this method.

The 1972 and 1976 Seeing personal observation data was analyzed using a two-factor analysis of variance (ANOVA). Thirteen dependent variables measuring the actual behavior of the organizational members were analyzed with this method. Included were cooperative acts such as (1) on-field player and (2) bench enthusiasm and (3) coach positive; confrontation acts such as player hostility to (4) umpires, (5) coaches, (6) fans and (7) self, as well as coach hostility to (8) umpires, (9) opposing players and (10) coaches; and kinetic faces (11) smiling ☺ , (12) neutral 😐 , and (13) frowning ☹ .

Professional-Amateur Model

The evaluation of the Modified Delphi opinionnaire variable sets utilized the Professional-Amateur Dichotomy Model as a vehicle to discuss the results. This model represents two alternatives: (1) professional athletics for athletic excellence and (2) amateur sport for socializing sport.[33] Each approach employs different methods and structure to achieve its goals.[34] Amateur sport refers to an individual or group who pursue sport as a hobby. Derived from the French 'desporter' (to carry away from work for fun), sport stresses participation and enjoyment.[35] The structure most conducive to achieving these goals is a democratic mutual benefit or service organization where the members or those in contact are the primary beneficiaries. A decentralized Emerging Pluralistic Collegial Structure (EPCS) is advocated for amateur sport. Analogous to amateur sport, socializing sport emphasizes participation in sport for personal fun and enjoyment. Professional athletics refers to individuals or groups who pursue athletics as an avocation (as a livelihood). Derived from the Greek 'athlos/athlein' (contest for a prize), athletics stress work in order to win.[36] The structure most conducive to achieving this goal is the business or commonweal (government) organization where the primary beneficiaries are the owners, in the first instance, and the governed in the second.[37] A centralized Traditional, Monocratic Bureaucratic Structure (TMBS) is advocated for professional athletics. Analogous to professional athletics, athletic excellence emphasizes the win aspect associated with the roles of athletics and production of a product.

The Professional-Amateur Dichotomy model focuses on effectiveness (achievement) and efficiency (maintenance) and avoids the philosophic arguments associated with what is right! what is wrong! what is good! and what is bad! SIR/CAR task forces focus on open-ended change whereby the members of the organization working within the task force express their own goals and compare these with actual behavior during Phase I, decide upon and implement as their own Change Agents appropriate policies and procedures in Phase II and in Phase III reexamine the symmetry between goals and means. During the initial 1972 study, Windsor recommendations and alternate management techniques directed towards socializing sport. It was hypothesized in the current study that Windsor District 5 would comply with the 1972 recommendations and the proposed alternate management techniques, and further that there would be a marked difference when comparing Windsor with the rest of Ontario and Canada.

PROFESSIONAL ATHLETICS WORK WIN PRODUCT (QUALITATIVE) STRUCTURE (CUI BONO) (WHO BENEFITS)

AUTOCRATIC

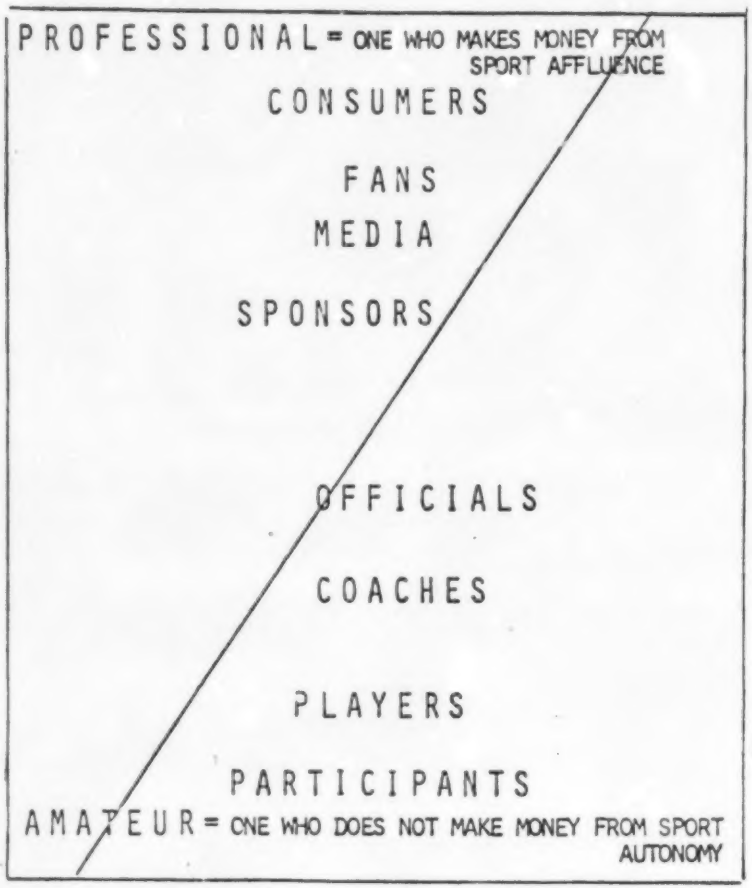
CONFLICT
COMPETITION
CONFORMITY

ATHLETIC EXCELLENCE

TMBC ROLE

SOCIALIZING SPORT

COOPERATION
COORDINATION
CREATIVITY



PERSONALITY EMPC

BUSINESS (OWNERS)

GOVERNMENT (PUBLIC AT LARGE)

SERVICE (PUBLIC IN CONTACT)

MUTUAL BENEFIT (MEMBERS)

AMATEUR SPORTS PLAY PARTICIPATION SERVICE (QUANTITIVE) AUTONOMY (DEMOCRATIC)

PROFESSIONAL-AMATEUR DICHOTOMY

Evaluation of Modified Delphi Opinionnaire Variable Sets 1972, 1976 & 1980

In the past (1972) the elite group responding to the Modified Delphi opinionnaire indicated that athletic excellence was both probably and desirable in British Columbia, the rest of Ontario, and even Windsor where the general membership had expressed itself strongly for socializing sport. The groups also indicated that involvement with socializing sport was not probable in 1972, nor was it desirable, in their estimation. In 1976 the Ontario group demonstrated a continued involvement with athletic excellence and the professional athletic model. The British Columbia group displayed a neutral position, indicating involvement with athletic excellence and socializing sport. Overall, support for one or the other could not be determined. The Windsor group demonstrated involvement with socializing sport as both probable and desirable in 1976. These findings indicate a change in the Windsor group between 1972 and 1976. The profile analysis demonstrates the change in the Windsor group, especially on the variables dealing with goals, and significant individuals and groups. While this method lacks methodological rigour, it does serve to show where the changes are occurring and helps to uncover dissonance in organizational structure. In forecasting for 1980 (future) the Ontario group and British Columbia group perceived involvement with athletic excellence is both probable and desirable. The Windsor group, on the other hand, perceived involvement with socializing sport and athletic excellence as probable and desirable in 1980. This indicates a neutral position, since overall support for one or the other could not be determined. This ambivalence suggests that while the effect of SIR/CAR intervention did persist from 1972 to 1976, and did succeed in closing the gap between avowed goals and actual behavior, there appears to be a weakening of the effect and some identity anomie developing.

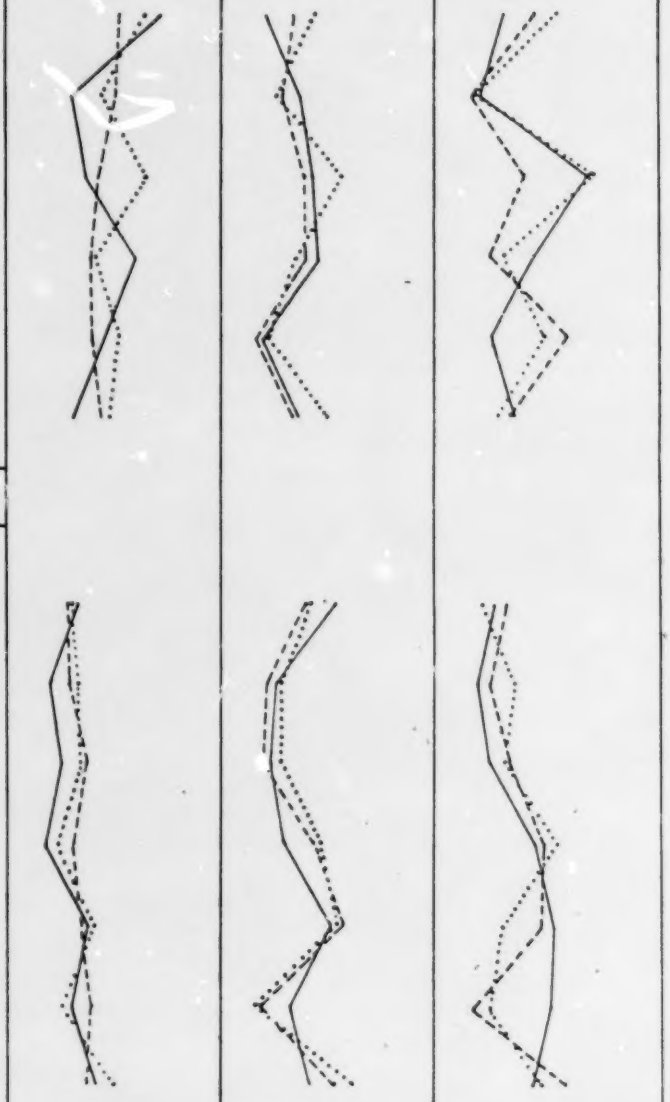
Evaluation of Personal Observation Data 1972 and 1976

Monitoring of behavior by personal observation and media monitoring included measurements of thirteen dependent variables including acts of cooperation (friendly) and confrontation (hostile), and feelings as manifest by kinetic expressions on the part of players, coaches and fans. Six of the thirteen dependent variables resulted in statistical significance. Trends in these variables suggested that a statistically significant difference existed between the 1972 and 1976 experimental and control groups. This finding was based on the presence of statistically significant main effects in three of the six dependent variables. There were not statistically significant interactions. These results provide only a partial picture of the actual behavior of Little League Baseball. Trends in the non-statistically significant variables provided additional information regarding the actual behavior of Little League Baseball in Windsor District 5. Between 1972 and 1976, the following behavioral shifts were recorded:

1. All acts of cooperation increased significantly ($p < .05$);
2. All acts of hostility decreased (with the exception of one);
3. Kinetic expression showed frowning faces decreased, smiling faces increased slightly and neutral faces increased significantly ($p < .05$).

This data attests to a shift not only in attitudes and beliefs but also in behavior from athletic excellence to socializing sport in Windsor District 5.

SOCIALIZING SPORT VARIABLES		1972	1976	1980
TEACH SPORTSMANSHIP	X1			
FUN	X2			
COORDINATE INDEP REGIONS	X8			
PLAYERS SIGNIFICANT	X9			
CLINICS	X12			
DRAFTS ELIMINATED	X13			
ATHLETIC EXCELLENCE VARIABLES				
EXCELLENCE	X3			
FITNESS	X4			
INSUFFICIENT RESOURCES	X5			
LACK OF EXPERTISE	X6			
EXECUTIVES NOT COACHING	X7			
ADULTS SIGNIFICANT	X10			
PARENTAL PRESSURE	X11			



Probability: Profile of Districts: 1972,1976,1980

——— WINDSOR
- - - - - - - - - - - - ONTARIO
. . . . . BRITISH COLUMBIA

Action

Analysis of the Modified Delphi opinionnaire revealed that the Windsor group changed in emphasis from athletic excellence to socializing sport from 1972 to 1976. The rest of Ontario group and British Columbia group remained essentially the same. The stable position of the rest of Ontario and the British Columbia group indicates that the changes in the Windsor group may be attributed to SIR/CAR and not to an overall shift in goals and means of Little League Baseball throughout Canada. Conclusions of this study are as follows:

1. SIR/CAR, working in cooperation with Windsor District 5 Little League Baseball using open-ended Change Agent Research, was effective and efficient in facilitating organizational change in an amateur sport organization.
2. Based on the evaluation of the opinionnaire and the trends in the personal observation data, there is evidence to support the contention that Windsor District 5 Little League Baseball, by utilizing the SIR/CAR task force approach, reduced the gap between avowed goals and actual behavior.
3. Change did occur in the longitudinal experimental group (detected in 1972) and subsequently in both the experimental and control groups involved in the 1972 study and has persisted to 1976.

This latter observation/conclusion should be tempered by the fact that although the Windsor group indicated they were strongly committed to socializing sport in 1976, the future forecast (1980) indicated that the commitment to socializing sport was weaker. This finding suggests that although Windsor District 5 has brought goals and behavior in line and persisted over four years in this realignment, future SIR/CAR evaluation may be required if this symmetry is to persist to 1980.

Synopsis

Little League Baseball is typical of sport organizations for children and youth. It involves, in addition to players, a large number of adult volunteers, all of whom are strongly committed to the values and ideals of the organization. The range of structure runs the full gauntlet from local leagues to regional and provincial/state associations to nationally incorporated organizations and indeed to a multinational corporation, Little League Baseball, Inc. The operating budget for Windsor District 5 Little League Baseball is in the vicinity of $200,000. Parents spend an equal amount, and the municipality spends a large percent of its recreational budget on developing and maintaining the largest number of baseball diamonds per capita in Canada. Cost account the voluntary time of the adults involved, and Windsor District 5 has an opportunity cost (sacrificed alternatives) in the vicinity of $1,000,000. Multiply this figure by the number of regions throughout Ontario, across Canada and North American and around the world and the real cost and potential benefit of Little League Baseball becomes apparent.

> considering the entire Little League system . . . it is the world's largest youth sports organization with leagues in 31 countries around the world involving more than two and one-half million players."[38]

It is evident that there is a need for Change Agent Research on youth sport organizations commandeering so much cost and potentially contributing so much to our "leisure society." In our "voluntary society" SIR/CAR is a viable systems analysis technique for parallel organizations outside the field of sport.

Footnotes

1. People in Action: Report of the National Advisory Council on Voluntary Action to the Government of Canada. (Ottawa, Ont.: Secretary of State, 1977), 54.

2. See Volunteer Administration and Association of Voluntary Action Scholars newsletters available from Box G-55, Boston College, Chestnut Hall, MA, 02167, and Journal of the Society of Research Administrators (SRA) and SRA Newsletter, available from the Society of Research Administrators, 1100 Glendon Avenue, Suite 2104, Los Angeles, CA, 90024.

3. See Evaluation: A Forum for Human Service Decision Makers available from the Program Evaluation Resource Center, 501 South Park Avenue, Minneapolis, MN, 55415.

4. Hugh Faulkner quoted by Robert Steklasa in "Scientists Fear Research Cuts," The Financial Post (July 23, 1977), 29.

5. See Newton Margulies, Penny L. Wright and Richard W. Scholl, "Organization Development Techniques: Their Impact on Change," Group and Organization Studies: The International Journal of Group Facilitators, Vol. 2, No. 4, (December, 1977), 428-448.

6. See Dick Moriarty, James Duthie and Megid Ragab, "Change Agent Research: Combining Organizational Development and Organizational Research (CAR: OD + OR)," Management by Objectives, Vol. 4, No. 3 (May, 1975), 34-45.

7. See Donald C. Iverson and Barry Portnoy, "Reassessment of the Knowledge/Attitudes/Behavior Triad," Health Education, Vol. 8, No. 6 (November-December, 1977), 31-34.

8. See "Special Issue/Self-Help Groups," The Journal of Applied Behavioral Sciences. Leonard D. Goodstein (ed.) Vol. 12, No. 3 (July-August-September, 1976).

9. See Evaluation and Change: A Forum for Human Service Decision Makers - an experimental magazine published by the Minneapolis Medical Research Foundation, Inc., in collaboration with the National Institute of Mental Health, Mental Health Services Development Branch, Vol. 4, 1977.

10. Dick Moriarty and James Duthie, "Sports Institute for Research/Change Agent Research (SIR/CAR)," in The Canadian Association for Health, Physical Education and Recreation Journal, Vol. 40 (March/April, 1974), 21-23. Reprinted on microfiche or hardcover in Research in Education, ED096748.

11. Dick Moriarty, "Avoiding Organizational Self-Destruction in Amateur Sport or Professional Athletics by SIR/CAR," International Journal of Sport Psychology, Vol. 8, No. 1 (1977), 51-55.

12. See Abraham Zaleznik, G.W. Dalton, and Lewis B. Barnes. Orientation and Conflict in Career. (Boston, MA: Harvard University Press, 1974).

13. People in Action, 80.

14. See "No Wins, No Losses," Sports Illustrated, Vol. 40, No. 4 (January 28, 1974), 14-15; and "No-Win Hockey," Time, (January 14, 1974); "Sports Institute for Research," Sport Sociology Bulletin, Vol. 4, No. 2 (Fall, 1975), 64-78.

15. Almegid Ragab, Dick Moriarty and Ann Marie Guilmette, "Change Agent Research and Organizational Change," Group and Organization Studies: The International Journal of Group Facilitators, Vol. 2, No. 2 (June, 1977).

16. See SIR/CAR Task Force (a) The Role of Interschool Sports in the Secondary Schools of Ontario: Evaluation and Policy Research (Toronto, Ont.: Ontario Ministry of Education, 1978). Available from the Ontario Government Bookstore, 880 Bay Street, Toronto, Ontario.

17. Dick Moriarty and Ann McCabe, "Studies of Television and Youth Sports," Learning from the Media. (Toronto, Ont.: Ontario Royal Commission on Violence in the Communications Industry, 1977).

18. Joanne Lazarus and Bill McRae, "Survey of Citizens Perception at the Community Youths of Schools; Change Agent Research in the Community Schools," in Proceedings of the Ontario Educational Research Council, December 6,1975 Royal York Hotel, Toronto, Ontario.

19. Details available from Douglas G. Babkirk, Cooperative Extension Service, University of Maine, Courthouse Annex, Alfred, ME, 04002.

20. See J. Alex Murray, "Multinational Corporations," Proceedings of Society of Intercultural Education Training and Research 4th Annual Conference held at Arizona State University, Tempe, Arizona, February 24-26, 1978.

21. David Horton Smith (ed.) "Leisure Behavior and Voluntary Action," Voluntary Action Research: 1972, (Lexington, Mass.: Lexington Books, 1972).

22. "Jimmy Carter on Volunteers," Association of Voluntary Action Scholars Newsletter, Vol. 5, No. 1 (Spring, 1977), 12.

23. Lee J. Crombach, "Remarks to the New Society," Evaluation Research Society Newsletter, Vol. 1, No. 1 (April, 1977), 2-3.

24. SIR/CAR Task Force (b) Change Agent Research for Citizenship, Sportsmanship and Manhood (CAR for CSM) (Windsor, Ont.: University of Windsor, SIR/CAR, 1974). See also Ann Marie Guilmette, et al, "Windsor District 5 Little League Baseball: A Case Study," Recreation Review, Vol. 5 (June, 1977), 27-29.

25. SIR/CAR Task Force(c) The Role of Interschool Sports in the Secondary Schools of Ontario - Focus on SWOSSA and OFSAA. (Windsor, Ont.: University of Windsor SIR/CAR, 1976).

26. Dick Moriarty and Ann Marie Guilmette, "SIR/CAR Field Research in Action," Proceedings of the 79th NCPEAM Conference (Hot Springs, Arkansas: National College Physical Education Association for Men, 1976).

27. SIR/CAR Task Force (c), Windsor District 5 Little League Baseball Revisited: The Longitudinal Effect of Change Agent Research. (Windsor, Ont.: University of Windsor SIR/CAR, 1977).

28. cf. Donald L. Hadfield, "The Director of Volunteers as a Change Agent," Volunteer Administration, Vol. 11 (Spring, 1978), 1-6.

29. SIR/CAR Task Force (b) op. cit., p 33.

30. Ibid.

31. Megeed Ragab, op. cit.

32. SIR/CAR Task Force (c).

33. For a complete description of the Professional-Amateur Dichotomy model see John S. Zarebski, "A Comparative Longitudinal Analysis of Little League Baseball: After SIR/CAR Intervention," an unpublished Master of Human Kinetics thesis, University of Windsor, 1978, 43-45.

34. See also People in Action, 144-45.

35. Dick Moriarty, "Systems Analysis of Comparative Administrative Structures in the University Sports Programs in Canada: Challenge, Conflict and Change," Athletic Administration, Vol. 10, No. 1 (July, 1975), 22-25.

36. Peter M. Blau and Richard Scott, Formal Organizations: A Comparative Approach. (San Fransisco, CA: Chandler Publishing Co., 1962).

37. Dick Moriarty, "Avoiding Organizational Self Destruction in Amateur Sport or Professional Athletics," Canadian Journal of Applied Sport Sciences, Vol. 1, No. 2, (June, 1976), 123-131.

37. Peter Blau, op. cit.

38. John D. Burchard, "Competitive Youth Sports and Social Competence," in The Primary Prevention of Psychopathology, Vol. 3: Promoting Social Competence and Coping in Children, M.W. Kent and J.E. Rolf (eds.) (Hanover, NH: University Press of New England, 1978).